



SPACE CENTER Roundup

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Genesis team comes clean



NASA JSC 2002e24040 Photo by Robert Markowitz

Ron Bastien, left, and Carol Schwarz inspect a translucent array in Johnson Space Center's Genesis Mission cleanroom. Prior to launching the Genesis spacecraft, the JSC Mission Team had to assemble ultraclean arrays from individual solar wind collectors. Each of the five arrays were completely assembled without ever being touched by bare human hands. In order to achieve this, special instruments had to be created to handle the arrays' delicate wafers, which are less than 1 mm thick. In addition, hundreds of tiny screws had to be individually washed with ultrapure water using gloves and tweezers prior to being used to construct the arrays. TO LEARN MORE ABOUT THE ULTIMATELY CLEAN MISSION, SEE PAGES 4-5.

Introducing IFMP

By Randy Stone, Deputy Center Director



In April, I sent an e-mail asking a large portion of the Johnson Space Center community to complete the Integrated Financial Management Program (IFMP) Survey. The purpose of the survey was to gather information around the risks and barriers we face as we roll out IFMP at JSC.

I'm happy to report that JSC had a 47 percent response – an outstanding turnout. The survey team is currently developing a plan to communicate the high-level survey results to everyone at JSC.

The results show that while the JSC community understands the need for improved financial and data management tools and processes, they do not know the specifics about IFMP. To begin addressing this, I've included an overview below. Over the next several months, the JSC IFMP team will provide detailed information about the program and its various projects.

WHAT IS IFMP?

IFMP is an agency-wide initiative to modernize NASA's outdated financial and administrative systems and processes. It will introduce a series of new, integrated software systems and business processes that will improve employee productivity and operations efficiency, as well as the Agency's fiscal accountability. The specific business goals of IFMP are to:

- ◆ Provide timely, consistent and reliable information for management decisions
- ◆ Improve NASA's accountability and enable full cost management
- ◆ Achieve efficiencies and operate effectively
- ◆ Exchange information with customers and stakeholders
- ◆ Attract and retain a world-class workforce

Additionally, IFMP will help JSC and NASA meet the goals outlined in the President's Management Agenda.

Two IFMP projects – NASA STARS and the Electronic Travel Manager Web Upgrade – have already been successfully implemented at JSC. Two others – Core Financial (the Program's "backbone," which includes accounting and purchasing functionalities) and Position Description Management – are currently under way here.

Other projects – Budget Formulation, Core Human Resources, Asset Management and Procurement – are planned for rollout by the end of 2005.

WHAT IS OUR IMPLEMENTATION APPROACH?

Our implementation approach is based on research of other successful software implementations, NASA requirements and previous experience. From these considerations, the program has made specific decisions to ensure success.

First: IFMP has a separate implementation schedule and pilot test for each project (rather than a riskier, all-at-once implementation).

Second: IFMP has selected proven vendors for the Core Financial project. The chosen software is SAP (pronounced "S-A-P"), an established company whose product has a successful track record in both private and public organizations (including Microsoft, Chevron, Lockheed Martin, the U.S. Navy and the Houston Independent School District). To assist with the implementation, we have partnered with Accenture, a consulting firm that has implemented SAP at hundreds of sites.

Third: The program has involvement at all levels across the Agency and centers to ensure acceptance of the new business processes. These, and other factors, will help us achieve success in our implementation of the program.

HOW WILL IFMP IMPACT YOU?

IFMP will impact every employee at JSC in some way. You will benefit from IFMP if you currently initiate purchase requests, manage a project or a budget, hire employees, travel for your job or hold a JSC purchase card, among other functions.

IFMP users will enjoy:

- ◆ Single points of data entry (eliminating rework and errors from re-keying the same data)
- ◆ Web-based electronic forms
- ◆ Access to real-time data
- ◆ Improved quality and completeness of program and project information
- ◆ A central database from which to access financial information
- ◆ Easier exchange of information between functions and centers

WHAT'S NEXT?

As we move into the future, we may be changing business processes, organizational relationships, policies and procedures. As we get closer to the "Go Live" dates of individual projects, the IFMP team will provide more information about the changes you can expect and the training and support that will be provided.

IFMP is a top priority of Administrator Sean O'Keefe and our Center Director, Lt. Gen. Jefferson Davis Howell, Jr. I ask that you be alert to future IFMP communications and keep an open mind as we proceed with the rollout. The success of IFMP is critical to the future mission success of JSC and NASA. While there will be some challenges, I look forward to achieving the IFMP vision with all of you.

For more information on IFMP here at JSC, visit the following Web site:
<http://www4.jsc.nasa.gov/la/cfo/ifm/>

Center Director Message



KEEP THE STAR!

When I became the Director of JSC, I challenged everyone to pursue professional excellence. Professional excellence is a hallmark of NASA and JSC. We owe it to those whom have gone before us, to ourselves and to the Nation to be top professionals in all that we do.

Top professionals do things correctly and therefore safely. We can't claim to be professionals if mishaps and injuries are a common occurrence at our Center.

I am happy to say that we currently have an excellent safety record. However, there is room for improvement. We should never be satisfied until we eliminate all mishaps and corresponding injuries. The goal of having zero mishaps is both worthy and achievable.

I believe that the Voluntary Protection Program (VPP) provides us useful tools to use for enhancing our personal and team safety posture. Our record since becoming involved in VPP proves its effectiveness. It is advantageous to us to utilize VPP to its fullest extent as we go forward.

I want everyone to aggressively review and implement our VPP principles and guidelines. Let's keep the VPP flag flying on our flagpole. It is a powerful signal for all to see that top professionals work at JSC.

Beak sends....

FROM THE DESK OF LT. GEN. JEFFERSON D. HOWELL, JR.

TOMMY HOLLOWAY, SPACE STATION PROGRAM MANAGER, RETIRES



Tommy Holloway, Manager of the International Space Station Program Office at Johnson Space Center, retired July 3. Holloway's deputy, William H. Gerstenmaier, has taken over as program manager.

"Bill and Tommy have worked side-by-side for years on a variety of projects, so I expect this to be a smooth and seamless transition," said

Frederick D. Gregory, Associate Administrator for Space Flight at NASA Headquarters in Washington.

Holloway was named Space Station Manager in April 1999 after serving as manager of the Space Shuttle Program for nearly four years. He began his career with NASA in 1963, planning activities for Gemini and Apollo flights at what was then known as the Manned Spacecraft Center. He was a flight director in Mission Control for early space shuttle flights and became chief of the office in 1985.

In 1989, he was named assistant director for the Space Shuttle Program for the Mission Operations Directorate. He served as Deputy Manager for Program Integration with the Space Shuttle Program and Director of the Phase I Program of Shuttle-Mir dockings before being named Space Shuttle Program Manager in August 1995.

In the next issue of the *Roundup*, we will take a look at Holloway's extensive contributions to the space program.

Your guide to VPP reassessment

From the JSC Safety Action Committee



VPP affects every person at Johnson Space Center. As the Center Director said on Page 2, "Our record since becoming involved in VPP proves its effectiveness. It is advantageous to us to utilize VPP to its fullest extent as we go forward."

Below is an easy-to-use guide to vital VPP information each employee needs to know. Please take time to review and learn all the material. If you do not have access to the Internet links provided, ask your supervisor for copies of the online material.

For more information about the online information, contact Elmer Johnson at x32084. For questions regarding JSC's participation in the VPP reassessment, contact Amy Kennedy-Reynolds, JSC Safety Action Team chairperson, at x38643.

What is VPP?

Created by the Occupational Safety and Health Administration (OSHA), the Voluntary Protection Program (VPP) is a cooperative program between employees, unions, management and OSHA to achieve a safer, healthier work environment beyond the requirements of OSHA standard.

How does VPP apply to JSC?

OSHA will be at Johnson Space Center July 29 through Aug. 2 to reassess the Center's Safety and Total Health Program. VPP isn't a one-time evaluation; instead, it involves a reassessment every three to four years. JSC must not only maintain but also improve the Center's excellence in safety and health.

OSHA evaluates JSC's Safety and Total Health Program to see if it meets certain criteria. JSC is already a Star site, earning that honor in 1999. As a Star site, the Center enjoys the prestige of being recognized for an excellent Safety and Total Health Program. At JSC, VPP is more than recognition; safety and health must be a way of life.

JSC's slogan, "Star...Because We Care," means that Safety and Total Health is a core value here. To help prevent injuries, the VPP criteria have been incorporated into JSC's own Safety and Total Health Program. To maintain a successful program:

- ☆ Employees and management must work together to ensure a safe and healthy workplace for all employees.
- ☆ You must take responsibility for your safety and health and for the safety and health of your coworkers.
- ☆ Management must support you in making JSC a safe and healthy place to work.

What do all employees need to know?

During the reassessment, you may be called for a formal interview or an evaluator may approach you for an informal "on-the-spot" interview.

To help you prepare, we have posted the following on the Safety and Total Health Homepage (<http://www4.jsc.nasa.gov/safety/index.htm>):

- ☆ A list of things you should know:
<http://www4.jsc.nasa.gov/safety/VPPIInfo/20ThingsKnow.pdf>
- ☆ A list of possible interview questions for employees:
<http://www4.jsc.nasa.gov/safety/VPPIInfo/vppquestions.doc>
- ☆ JSC's Safety Policy:
http://www4.jsc.nasa.gov/safety/JSC_Safety_Policy/
- ☆ How to report a hazard:
<http://www4.jsc.nasa.gov/safety/R&RHazards/Stopit.htm>

To make sure you are ready, we suggest you review each of these Web sites a few times before the end of the month. If you do not have access to this information, ask your supervisor for copies.

What do managers need to know?

A major element of VPP is management commitment. Though all employees are responsible for safety and total health, a greater responsibility rests with you.

- ☆ You must first set the example and then make sure your employees work safely.
- ☆ Safety must be one of your core values.
- ☆ The concern shouldn't be get the job done, but get the job done safely.

Your basic responsibilities under each major element of the program are:

- ☆ **Management leadership and employee involvement:** Get the entire team involved – employees and management, civil servants and contractors. Demonstrate and communicate your commitment, hold the team accountable and consider safety and total health in planning. Your employees should be the "energy" behind safety and total health in your organization.
- ☆ **Worksite analysis:** Find the hazards through analysis, inspections and investigations. Your employees should be able to report hazards without fear of reprisal. Make sure all mishaps and close calls are investigated and appropriate action taken.
- ☆ **Hazard prevention and control:** Eliminate all the hazards you can. Control the rest through engineering and administrative controls, personal protective equipment (PPE), hazard control programs, emergency plans and appropriate discipline. Make sure identified hazards are posted, eliminated/controlled and tracked to closure.
- ☆ **Safety and total health training:** JSC's goal is to train and equip employees, supervisors and managers to work safely. This includes safety training, emergency training and PPE training.

A checklist of what managers should be doing regularly can be found at:

http://www4.jsc.nasa.gov/safety/VPP/MgrChecklistRev0_2002_0321.doc

A list of possible interview questions for supervisors can be found at:

<http://www4.jsc.nasa.gov/safety/VPPIInfo/vppmanques.htm>

Because We Care